



Police Federation Northern Ireland

Federation Future Focus

STRATEGY 2024-2030



Police
Federation **NI**
PUTTING MEMBERS FIRST

Version 1.0



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FOREWORD

On behalf of the Central Committee, it is with great pleasure and enthusiasm that I present **The Police Federation For Northern Ireland’ (PFNI) Strategy – Federation Future Focus**. This is the PFNI’s first organisational wide strategy that has been developed to set us on a clear path of transformational change.

We face the task of bringing about this transformation at a time of unprecedented challenges, rapid change and demands being placed on our members. As PSNI’s resources get tighter and the pace of change accelerates, the need for us to provide the appropriate level of support and representation to our members will become more acute. In response to this, Federation Future Focus sets out our long-term strategy to ensure we remain relevant and continue to evolve while wanting to enhance satisfaction levels, trust and confidence amongst our members.

Everyone has worked extremely hard to provide the high quality of support, services and representation that our members continue to benefit from and we are renowned for. We must now work even harder to lay down the solid foundations that will allow us to build and shape the Federation we want to become. The continued success and financial sustainability of the Federation relies on building a modern infrastructure and creating a positive organisational culture that encourages and recognises our staff, elected representatives, members and partners contributions.

This strategy has been developed to ensure that we are proactive in addressing the challenges that changes in society, policing and the PSNI will bring. More importantly, it will ensure we are well placed to provide the appropriate response to manage the impact these changes will have on our members.

Our members deserve the finest support we can offer and the PFNI will continue to do the best for its members every day. By putting the needs of members at the heart of this strategy and working collaboratively through advocacy and lobbying we will continue to work tirelessly to ensure our members’ voice is heard and needs are met.

Development of the strategy involved an extensive period of engagement and consultation to listen, understand and reflect the views of everyone who has an interest in the PFNI now and in the future. I am very grateful to everyone who took the time to contribute to the development of the strategy.

Recognising change is constant, it’s important for us to keep the conversation going throughout the lifetime of this strategy. Continuing to engage and listen to all interested parties views, will enable us to work together to transform and make our ambitions a reality. Collective involvement and contribution is critical to the success of the strategy, so please look out for opportunities to get involved going forward.

I want this strategy to serve as a source of inspiration, a call to action guiding us through the challenges of today as well as preparing us for the uncertainties of tomorrow. Our journey towards realising the strategic outcomes will undoubtedly present its own challenges, but through our response to these we will discover our collective strength.

I am confident that, with the dedication, resilience, and collaborative spirit of our staff, and elected representatives we will not only overcome any obstacles but also achieve our vision as we work, every day, to put the needs of our members first.



Liam Kelly
Chairman
Police Federation
Northern Ireland
March 2024



LISTENING TO VIEWS - CREATING FEDERATION FUTURE FOCUS

Overview of Consultation Process and Findings

In June 2023 we launched a consultation on the Federation Future Focus Strategy.

The purpose of the consultation was to involve all our members, elected representatives, staff and stakeholders in an effective and inclusive manner, to improve the transparency, content and focus of the PFNI's first organisational wide strategy.

To achieve this, the consultation was accompanied by an intense period of engagement activity aimed at maximising the quantity, quality and diversity of input. The consultation ran between 9th June and 18th September 2023. Responses were received via an online survey, face-to-face workshops and focus groups along with one-to-one interviews.

The consultation period resulted in a positive level of response with 1348 x member survey responses, 33 x Strategic Stakeholder interviews (Permanent Officials,

Management, PSNI Service Executive Team, PSNI Discipline leads, PSNI Policy leads and external partners) along with 2 x workshops and 2 x focus groups (Central Committee, Sub-Committees, Permanent Officials and Staff) involving 39 different participants.

The quantitative and qualitative responses were analysed and the key findings have been used to inform the content and focus of the strategy.

The full Consultation Analysis can be found via this [link](#)



INTRODUCTION

The ‘Federation Future Focus’ piece of work was commissioned by the Federation’s Central Committee to establish a clear understanding of where we are now, where we want to get to, and how we set out a clear path towards building a sustainable PFNI with the capacity and capability to meet our members’ needs now and into the future.

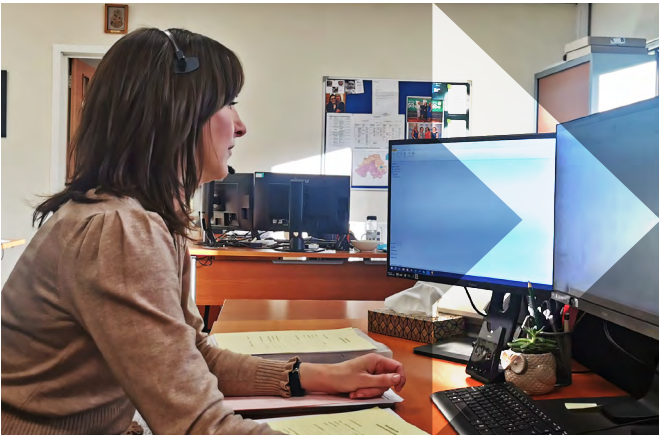
The strategy has been developed by the Permanent Officials in consultation with members, elected representatives, staff as well as internal and external stakeholders and partners.

In an era where the challenges and expectations on policing are higher than ever, the physical and psychological demands and pressures being placed on our members have never been greater. The Federation Future Focus Strategy serves as a strategic framework for the PFNI to sustain its focus

on what matters most now and in the future, while achieving maximum value and benefit for our members.

It is a statement of our strategic intent and priorities to transform the PFNI towards achieving our vision to provide:

“Engaging, proactive and accessible support that meets our members’ needs.”



To achieve this and remain ‘fit for the future’, we need to provide the right direction, leadership and support to deliver effective support, representation and services that has the trust, confidence and respect of our members. The strategy clearly sets out **why** we need to change, **what** we are trying to achieve and **how** we will achieve it.

The strategy is built on the principle of **‘Putting Members First’** and around five strategic themes and outcomes:

- 1. **Governance** - Embed clear & transparent lines of accountability
- 2. **Digital** - Transform our use of technology
- 3. **People** - Empower, support & develop our capability
- 4. **Collaboration** - Improve our contact & engagement
- 5. **Support** - Focus on what is needed & adds value

These represent a holistic approach that recognises the interconnectedness of the themes, and pay particular attention to people, infrastructure and ways of working which can only be achieved through robust governance, collective leadership, effective collaboration and the ability to harness new and emerging technologies. It describes the type of Federation we want to be and provides a common structure for the way we will work now and in the future .

Whilst we have big ambitions for the future, our Purpose will remain unaltered:

“Advocate support and represent the rights and interests of our members.”

POLICE FEDERATION NORTHERN IRELAND – IN CONTEXT

The Police Federation of Northern Ireland (PFNI) came into being on 15th July 1971 by virtue of the Police Act (NI) 1970. Our statutory remit is:

“Representing members of the police force in all matters affecting their **welfare and efficiency**, other than questions of promotion and discipline affecting individuals.”

We are the Staff Association responsible for representing all police officers from Student Officer up to and including Chief Inspector rank. All officers in these ranks are members of the PFNI, currently the PFNI has **6,516 members**.



“Federation services are vital, especially in the current climate.”

INSPECTOR RESPONDENT
FEDERATION FUTURE FOCUS SURVEY, AUGUST 2023

“I would have been lost without the support and guidance of my rep.”

CONSTABLE RESPONDENT
FEDERATION FUTURE FOCUS SURVEY, JULY 2023

6,516

Members



92

Chief Inspectors



377

Inspectors



1,057

Sergeants



4,811

Constables



2

Student Officers



177

Police Officers
Part-Time

Although we are a Staff Association, unlike other public sector workers, our members are unable to join a union or take industrial action to strike.

An officer elected as a Federation Representative accepts the moral undertaking to carry out the function of representing members in all matters within the statutory remit above.



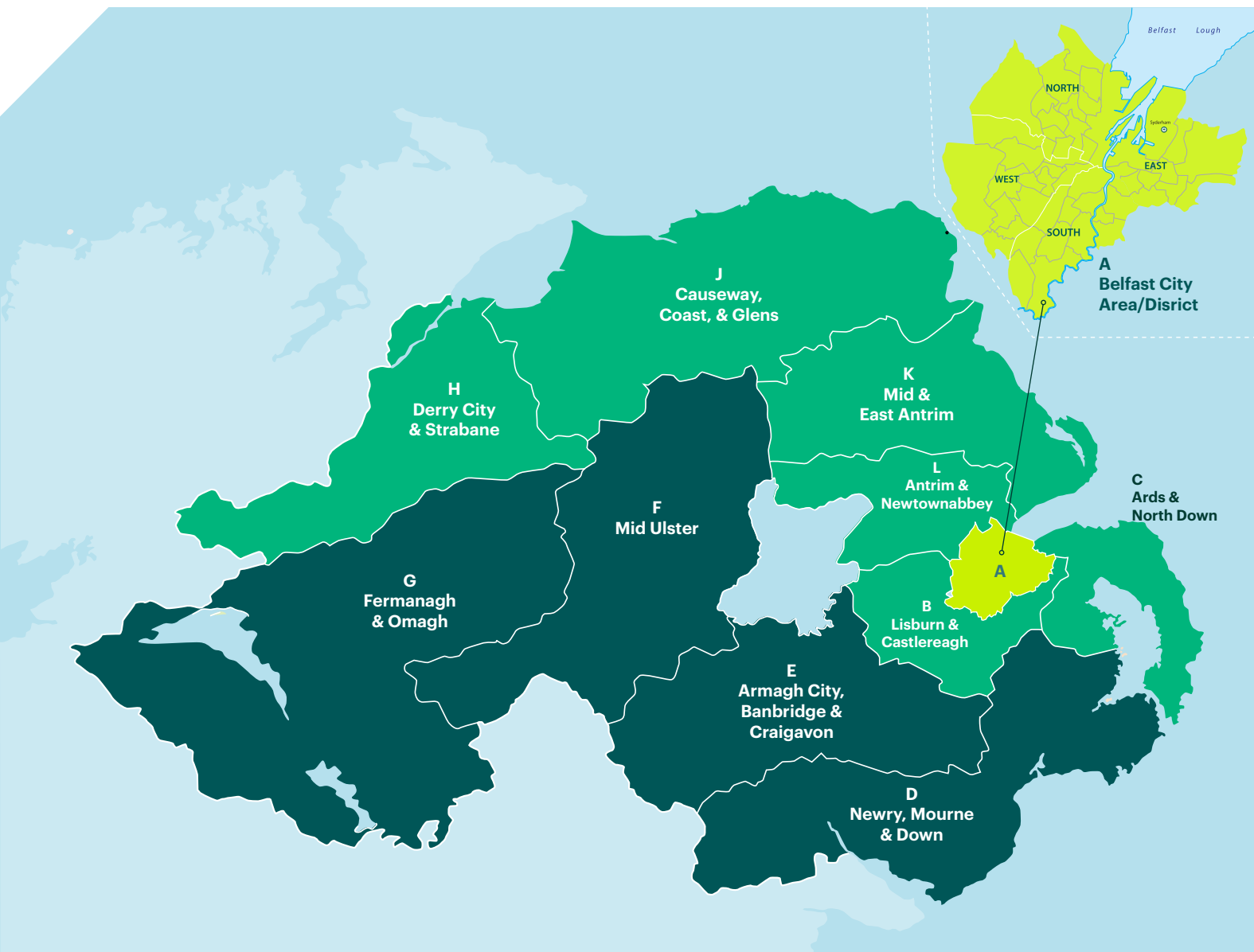
POLICE FEDERATION NORTHERN IRELAND – IN CONTEXT (CONT)

Member representation operates in two distinct but interconnected parts:

01 >

Area Representation – members are represented at two levels, area (local and district) and departmental.

Federated officers at an area and departmental level put themselves forward for election by their peers on a triennial basis. Elected representatives from each area combine to form one of five Regional Boards that are responsible for meeting, discussing and addressing individual and collective members' issues and concerns.



"Great job done in difficult circumstances. Thank you."

SERGEANT RESPONDENT
FEDERATION FUTURE FOCUS SURVEY, JULY 2023

1x elected
representative
for every 125x
Federated
Members



REGION	AREAS/DISTRICTS
1	Belfast North/District A
	Belfast West/District A
	Belfast East/District A
	Belfast South/District A
2	Newry, Mourne & Down/District D
	Armagh, Banbridge & Craigavon/District E
	Mid Ulster/District F
	Fermanagh & Omagh/District G
3	Lisburn & Castlereagh/District B
	Ards & North Down/District C
	Derry & Strabane/District H
	Causeway, Coast, & Glens/District J
	Mid & East Antrim/District K
	Antrim & Newtownabbey/District L
4	(Non Geographical)
	Police College
	Roads Policing
	HQ
	ARU
	OSD
5	(Non Geographical)
	Organised Crime
	Serious Crime
	Intelligence
	Specialist Operations
	Public Protection

There are up to 95 x elected representatives spread across Regional Boards as illustrated below:

Each Regional Board nominates 2 x Constables, 1 x Sergeant and 1 x Inspector or Chief Inspector to represent their interests and needs on the PFNI Central Committee. The nominated representatives on the Central Committee are responsible for the overall governance of the Federation.

Given the geographic spread of Regional Boards, federated officers should have a representative either based in their station or in close proximity.

The elected area representatives are responsible for supporting and representing the needs and interests of members within their respective areas. All the elected representatives provide this support and representation over and above their day-to-day operational duties and responsibilities as Police Officers.

POLICE FEDERATION NORTHERN IRELAND – IN CONTEXT (CONT)

02 >

Permanent Officials Representation – the Central Committee in turn elect Permanent Officials i.e. elected representatives from the different Regional Boards who carry out Federation duties on a full time basis.

There are currently 5 x Permanent Officials who fulfil the following roles:

- > **Chairman**
- > **Vice Chairman**
- > **Secretary**
- > **Assistant Secretary**
- > **Treasurer**

All the Permanent Officials are based at the PFNI Offices at PSNI Garnerville and on behalf of the Central Committee are responsible for:

1. The day-to-day governance, oversight and leadership of the Federation to ensure that the statutory obligations are met.
2. Lobbying policy and decision makers in Stormont, Westminster and PSNI on matters of; pay, pensions, allowances, retirement, conditions of service, legislation and Authorised Professional Practice (APP).
3. Representing the interests and needs of all our members, holding the PSNI Service Executive Team, Senior Leadership, Management, and others

to account, highlighting issues and seeking solutions on matters affecting PFNI members.

4. Advocating on behalf of members, influencing the PSNI and other policy makers on matters relating to; operational policing, equality, diversity, inclusion, recruitment, training, promotion, discipline, health, safety, wellbeing and work environment to provide professional and effective policing.
5. Providing advice and support to all members on pay, pensions, discipline, misconduct, sickness, personal security, training, promotion, career transition and retirement.
6. Collaborating within the Federation and in partnership with other local, national and international policing and public sector Staff Associations to address and promote the interests of members.
7. Overseeing the management of various Member Schemes, that include but are not limited to:

- **Benefits Scheme (Travel & Life Insurance)**
- **Spouse Scheme**
- **Critical Illness Protection**
- **Private Health Scheme**
- **Legal Assistance**
- **Lottery Fund**

“Advice re workplace issues & procedures is vital and attendance at meetings is essential to support colleagues who are experiencing issues.”

CHIEF INSPECTOR RESPONDENT
FEDERATION FUTURE FOCUS SURVEY, JULY 2023

The managed activities of the Permanent Officials are supported by three departments based in the main office at Garnerville; the ‘General Office’, ‘Secretarial Department’ and ‘IT Department’. In total, the Federation employs 15 x Support Staff, employed on a full and part time basis. The work of the Support Staff is managed by three Department Managers who work alongside the Permanent Officials.

The Member Schemes along with the costs of running the three department’s staff wages, utilities, professional fees, estate and administration of Board meetings, Central Committee, and the Annual Conference are funded through Members’ Voluntary Subscriptions, which raised £1.9m in 2023-2024. This fund also enables welfare initiatives as required and appropriate, as well as access to legal advice and assistance to all members who subscribe to the Voluntary Fund.

**6,554 Members’
voluntary
subscription
contributions:
£1.9 million
(2023-2024)**

Police Federation NI
WELFARE & EFFICIENCY

Police Federation Schemes

- Voluntary Fund**
£19.59 per month
- Benefits Scheme**
£18.71 per month
- Benevolent Fund**
£10.50 per month
- Private Healthcare**
(Age dependent cost)
- Spouses Scheme**
£7.25 per month
- Lottery**
£4.32 per month
- Critical Protection Scheme**
(Age dependent cost)
- Dental Scheme**
(Cost dependent on cover)

MEMBER SERVICES
PFNI Benefits Scheme

- NEW Assault Benefit
- NEW Hospitalisation Benefit
- Family Worldwide Travel Insurance
- NEW Stranded Passenger Benefit
- NEW Car Hire Collision Waiver Damage
- Sickness Benefit
- Critical Illness
- Life Insurance
- Loss of Limb/Eye/Hearing
- Terminal Prognosis Benefit

For further information
E: memberservices@policefedni.com
T: 028 9076 4200
W: www.policefed-ni.org.uk

Police Federation NI
WELFARE & EFFICIENCY

PFNI Benefits Scheme
Scheme Renewal 2021-2024

Continued Life Cover
Retired Officers

Police Federation NI
WELFARE & EFFICIENCY

PFNI Spouses Scheme
Scheme Renewal 2021-2024

Serving Officers

As a member of the PFNI Benefits Scheme, you are eligible to insure the life of your spouse or cohabiting partner. We are pleased to announce a new benefit to complement the Benefits Scheme with no price increase. Providing you are a member of the Benefits Scheme the Spouses Scheme is now opened for joining all year round (previously only in March of each year).



WHY WE NEED TO CHANGE?

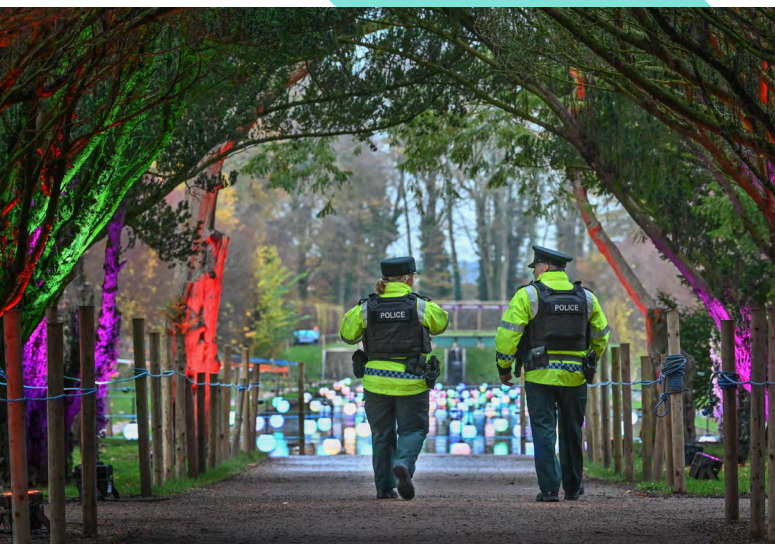
Representing the individual and collective rights and interests of Federated ranks responsible for policing in Northern Ireland has always been complex and had its challenges. The PFNI deals with all aspects of police working life on behalf of our members including; pay, pensions, discipline, ill health, grievances, sickness and working conditions. However, recently these aspects have been compounded by the significant budget deficit, resourcing pressures within the PSNI and the cost-of-living crisis creating a cumulative and distressing impact on the working and personal circumstances for our members.

The PFNI provides support, services and representation to its 6,500 members but we recognise that we need to adapt and change how we conduct our business in an ever changing environment.

"TO STAY AHEAD WE NEED TO LOOK AHEAD."

No matter what changes lie ahead, our members will always expect us to support, represent and provide services that meet their needs. As an organisation, we have to change, be positioned to adapt and respond to provide effective support, representation and services that our members want, need and deserve.

To do this successfully, we need to be better placed to respond to the pace of change and have a better understanding of the various internal and external factors that affect our members and us as a Staff Association. In the interest of our members, we must utilise our resources intelligently and efficiently while ensuring that our support and services remain current, effective, and adaptable to members' ongoing requirements.



"We're on course to witness as many as 500 leaving the Service by March 2024."

"Individual representatives do their best, but they are unable to bring about any meaningful change."

SERGEANT RESPONDENT
FEDERATION FUTURE FOCUS SURVEY, JULY 2023

WHY WE NEED TO CHANGE?

Many internal and external issues and factors were taken into account during the development of this strategy, but some stand out as being particularly important:

EXTERNAL CHALLENGES



NORTHERN IRELAND

Communities are growing & continuing to diversify
Long term absence of a devolved administration @ Stormont
Needs of people in society are changing
Scale & shape of demand is changing
Demands on policing are growing with increasing focus on the consequences of inequalities
Increasing focus towards addressing the consequences of inequalities
Advances in technology continue to shape social behaviour
Policing is becoming more complex
Cost of living crisis
Degradation of the value of Police pay



POLICE SERVICE NORTHERN IRELAND (PSNI)

£130 m Funding Gap ¹
18 month recruitment freeze to end in April 2024
Significant savings to make
Heightened security threat level 'SEVERE'
6,000 Officers by end of 2024-2025 (projected)
Stark choices about prioritising resources
Smaller, less visible, accessible & responsive Police Service

¹This figure is projected as PSNI await final clarity on their budget deficit and future funding.

"PFNI has work to do if it wishes to gain the confidence and trust of its 'current' members."

CONSTABLE RESPONDENT
FEDERATION FUTURE FOCUS SURVEY, JULY 2023

INTERNAL CHALLENGES



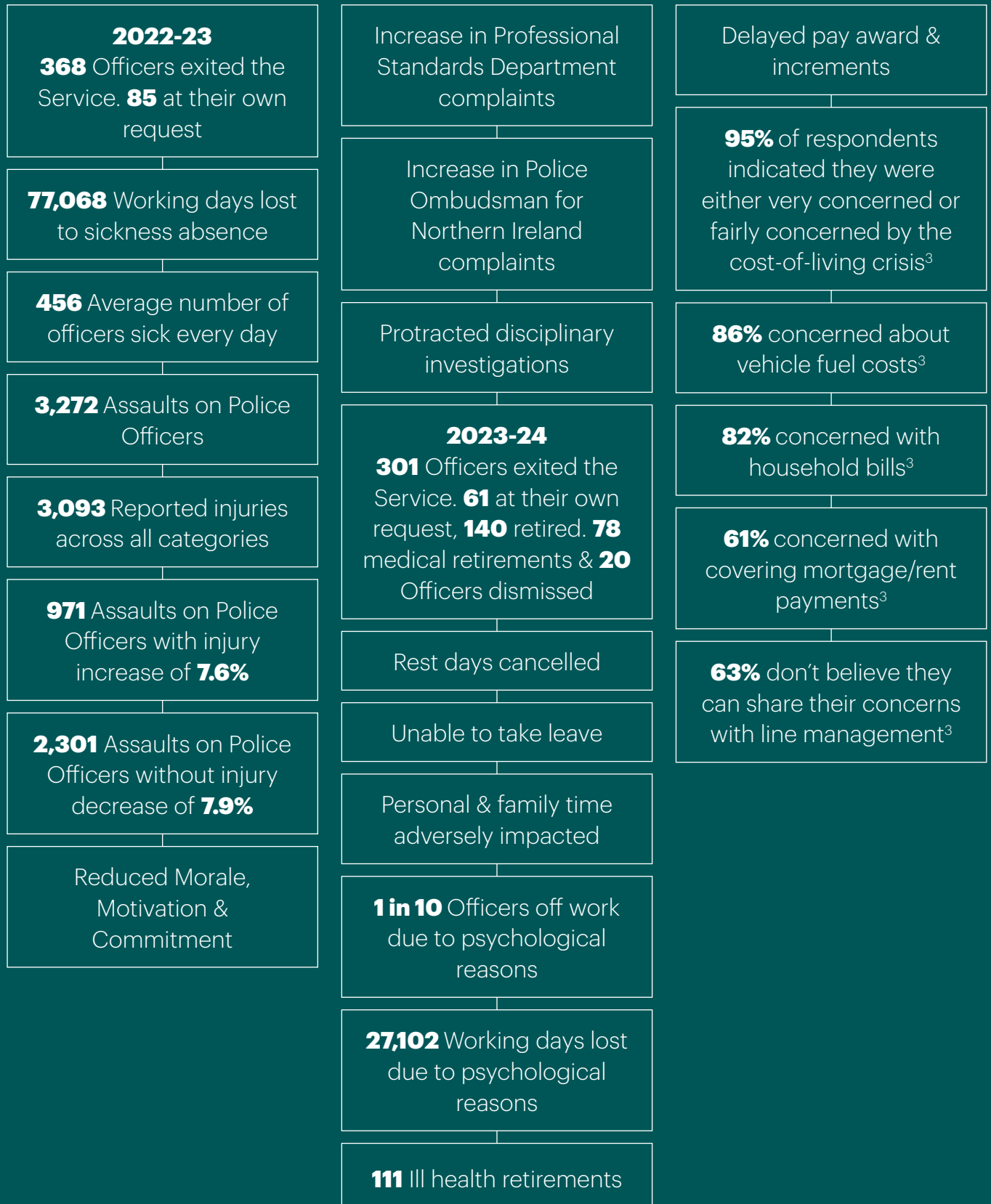
POLICE FEDERATION NORTHERN IRELAND (PFNI)

Broad spectrum of expectations from Members ²	£1.8 million (95%) Members' voluntary subscription contributions spent on legal fees	Dated technology, infrastructure, systems & processes
Members frustrated with lack of PFNI transparency ²		Attracting & retaining elected representatives
Members dissatisfied with how PFNI represent their interests ²	1,054 Less Members (2025)	Appropriate support for elected representative
Lack of support from members ²	Reducing budget/income £329,733.36 (2025)	Support seems to be one-sided ('perpetrator'), what about victim(s)?
Reducing trust & confidence amongst members ²	Reduced voluntary subscription fees	Ignore results of consultation surveys
Members unhappy with how PFNI engage & communicate ²	Year-on-Year increase in legal assistance applications & referrals	Don't change & adapt won't meet Members' needs & expectations
Members who don't require legal assistance voicing concern they don't see any benefit of paying their voluntary subscription ²	Meeting all Members' expectations with less budget	Tough decisions & prioritisation

² PFNI – Federation Future Focus Consultation (July - September 2023)

WHY WE NEED TO CHANGE?

CUMULATIVE IMPACT ON OUR MEMBERS



³PSNI – Engagement, Welfare and Wellbeing Survey (December 2022)

OUR VALUES & CULTURE

An integral part of the strategy was the development and agreement upon our core values, that will provide a golden thread that runs all the way through everything we do:

INTEGRITY



IMPARTIALITY



TRANSPARENCY



SERVICE



We are committed to delivering our Purpose and achieving our Vision in accordance with these core values. Despite any changes in society, policing or PSNI, and the subsequent demands and pressures placed on our members, our values will remain constant and be the moral compass that guides our day-to-day thinking, decisions, behaviour and actions.

Our values will be used to foster a culture that helps to shape a positive and constructive relationship with those we have the privilege to represent. Our right to represent members must be earned and re-earned with every encounter we have, both in terms of what we do, as well as how we do it.

These values embody our commitment to equality and diversity, and promoting a positive and inclusive working environment, in which all staff and elected representatives treat each other with dignity and respect, and where we encourage and reinforce appropriate behaviour towards colleagues as well as everyone we work with and for.

As we transform, our core values will be a constant in how we manage and run the Federation, giving us a chance to build a Staff Association that is trusted and respected by members, and one that members, elected representatives and staff want and are proud to be a part of.

“The Federation provide an important voice for front line operational officers, this will be extremely important for those officers left as the PSNI shrinks in size and capability.”

CHIEF INSPECTOR RESPONDENT
FEDERATION FUTURE FOCUS SURVEY, JULY 2023

STRATEGIC OUTCOMES

In prioritising our approach to transform for the future we will focus on five strategic themes and outcomes:

1. **Governance** - Embed clear & transparent lines of accountability
2. **Digital** - Transform our use of technology
3. **People** - Empower, support & develop our capability
4. **Collaboration** - Improve our contact & engagement
5. **Support** - Focus on what is needed & adds value

These provide a clear and structured framework that supports the transformation of the Federation from its current reactive state to a more proactive one, and will enable the achievement of our strategic outcomes.

Aligning all of our objectives and activities to the strategic themes and outcomes, we can provide clear and transparent direction to staff, elected representatives, members, partners and stakeholders about what we are trying to achieve and how we intend to operate as a Staff Association.

Each of our themes contributes in a unique but interconnected way to helping us work towards achieving our long-term vision to provide:

“Engaging, proactive and accessible support that meets our members’ needs.”

Delivering this ambition will require significant change in our infrastructure, the way we configure and develop our staff and deliver support, representation and services. Our responsibilities and commitment to members will not change, but the way we operate will be smarter and more efficient.

We believe that by focusing our attention and actions across these areas we can best fulfil the transformation that is required. Once achieved, we will keep pace with change by building on these solid foundations to naturally evolve the support, representation and services we provide.



OUR APPROACH – TURNING STRATEGY INTO ACTION

Our strategy will be delivered under the change programme, ‘Federation Future Focus’, that will encompass a range of transformational activities built around our five strategic themes, all underpinned by the principle of ‘Putting Members First’:



GOVERNANCE



DIGITAL



PEOPLE



COLLABORATION



SUPPORT

Embed clear & transparent lines of accountability



Our approach to governance will be reviewed, developed and adapted to the needs and size of the PFNI and its members.

We will develop effective internal structures, a new performance management framework and controls to ensure that we put clear and transparent accountability arrangements in place to support everything we do.

The performance management framework will allow our progress to be scrutinised and the impact of our ambitions to be measured. This will include a better understanding of what success looks like, with member satisfaction, confidence and trust as our most important measures of performance. This will include impact on individual and collective issues and concerns.

The framework will ensure that there is coherence and delivery of the strategy.

We will produce an Annual Operating Plan in advance of each Annual General Meeting (March), which will align with our five strategic themes. The Plan will describe the key objectives and activities that will be undertaken during the forthcoming year to enable the delivery of the specific initiatives that support of the strategic outcomes. We will enable a cycle of continuous



improvement, identifying the root causes of problems and encourage diversity of thought to implement informed solutions. We will review and evaluate, learning from good practice giving consideration to the evidence base of what works. We will foster a culture where staff and elected representatives are open to new ideas and are proactive in finding better ways to do things. We will ensure that our business practices and operating model are updated and based on good practice to ensure the efficient and effective allocation of resources.

We will create an environment which supports and empowers our staff and elected representatives to make decisions in line with our values. This will allow support and decision making to take place at the appropriate level and in a timely manner.

Ultimately, we will ensure all the component parts of the Federation operate in a coordinated manner, are aligned to this strategy and are managed in accordance with our values.

To achieve this, we will:

- > Enhance our corporate Governance
- > Build a Strategy and Business Management function and capability
- > Set up 'Federation Future Focus – 2030'; our mechanism to deliver the change
- > Design a new Performance Management Framework
- > Review our structure and operating model
- > Improve our business and finance systems and processes
- > Establish a service improvement plan
- > Implement effective management controls and assurance
- > Develop a continuous improvement capability and mindset

Transform our use of technology



We will develop a Digital Strategy that spells out how we will use Information, Communication and Technology (ICT) to support the delivery of this strategy by bringing innovative, progressive and forward looking technology and thinking into our ICT environment.

We want to become a digitally-enabled organisation, so we can provide our members with a seamless, consistent first point of contact regardless of how they choose to engage with us. We will provide an online members portal that allows two-way exchange of information, providing real time updates through different media channels to raise awareness about what we are doing on behalf of our members and increase access to a range of self-help guidance and automated support.

We will become an organisation driven by effective and efficient use of members data, in order to maximise the effect of our support and services. We will treat all personal data ethically, maintain reputational integrity, reduce data inaccuracies and ensure member confidentiality through accurate information management practices.

Transforming the way in which we use, manage and source data both internally and externally will improve our ability to provide information, support and services. Effective use of data will also improve our planning, budgeting, resourcing and business support functions.



To achieve this, we will:

- > Develop a Digital strategy
- > Invest in technology modernising processes to enhance accessibility, self-service and automation
- > Create more integrated technology solutions
- > Make it easier and quicker for members to contact us, access our support and services
- > Ensure information held centrally is handled to the highest information assurance standards
- > Create a resource for Federation representatives to access information to support their learning and best practice



Empower & develop our capability



The success of the Federation to date has been built on the dedication, commitment and professionalism of our staff, elected representatives and their relationship with our members, partners and stakeholders.

We want to retain and attract new representatives, creating an inclusive and diverse enriched capability with the right knowledge, skills and experiences to meet our members future needs, without compromising the quality of support, services and representation we provide now. Significant steps will be taken to achieve greater diversity among our Permanent Officials and elected representatives. To this end, it is important to understand how we can make these roles more attractive and appealing.

Exemplary leadership skills form an essential part of fulfilling our transformation ambitions. We will develop leadership competencies at all levels across the Federation, to ensure that staff and elected representatives understand their own leadership style, and have the necessary depth and breadth of skills to take on roles with greater responsibility and understand their part in helping deliver the change effectively.

We will continue to build our culture to be one where our staff and elected representatives are valued, empowered and have the clarity and discretion to take the right action when they need to – we are committed to building a positive culture of effective decision making at the level closest to those affected, trusting and providing the support to do the right thing on behalf of the PFNI.

We will embed approaches, which value team working and effective problem solving, while building a leadership capability that operates effectively across the whole Federation. Ultimately, our staff and elected representatives will continue to drive our success in the future and our focus will be to ensure that they are competent, confident and professional in fulfilling their role(s).



To achieve this, we will:

- > Develop a People Strategy
- > Create a Staff Association that is representative of all it's members
- > Ensure everyone understands their role, responsibilities and contribution to our success
- > Develop the competence needed to perform current and future roles
- > Maximise our capability to recruit and retain members
- > Make PFNI an attractive and positive place to work
- > Create an inclusive culture that values difference and diversity of thought
- > Foster a healthy working environment conducive to positive wellbeing
- > Enhance leadership capability at all levels in the organisation

Improve our contact & engagement



We are committed to delivering the outcomes spelt out in this strategy, but we do not exist in isolation and cannot do it alone. Delivering our strategic outcomes requires connection and collaboration with our members, staff, elected representatives, stakeholders and partners.

In particular, we want our members, elected representatives and staff to have their voices heard in shaping the Federation in the years ahead, so we will engage and create the opportunities to listen as we bring this strategy to life. We will adopt a policy of clear, meaningful and proactive two-way communication using modern and up-to-date communication channels. Targeting early engagement on key issues, analysis and information sharing when and where possible.

We will work effectively internally to ensure we have a shared understanding about what we are trying to achieve and adopt a 'One Team' approach to improve teamwork, increase efficiency and maximise our collective potential. We will work together to identify, understand, mitigate, solve, and co-create solutions to address the issues and challenges we face, continuously learning

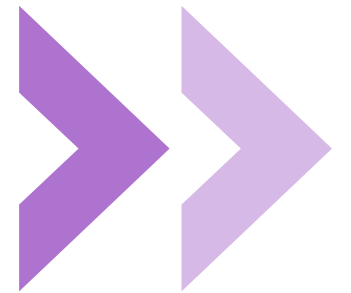


and improving what we do and how we do it. We will also strengthen our external relationships with key partners and stakeholders recognising the benefits early engagement and constructive dialogue can bring. We will continue to campaign and advocate tirelessly on behalf of our members for fair pay settlements and appropriate terms and conditions of service. While continuing to lobby and influence legislation, policy and procedural decision makers in the PSNI, Stormont and Westminster.

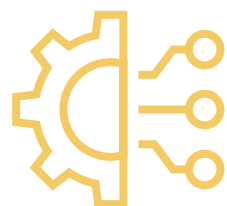
To ensure our support, services and representation is comparable to our policing and public sector Staff Association network, we will work in partnership to benchmark and share learning from good practice to improve our collaborative efforts.

To achieve this, we will:

- > Develop an Engagement and Communications Strategy
- > Refresh our branding and marketing approach
- > Enhance our internal communications capability
- > Embrace new media and widen our communications channels
- > Get better at understanding what matters most to our members
- > Develop ways to make it easier for our members to contact us and provide the right response
- > Create a framework that allows us to track year-on-year trends in member attitudes, issues and needs
- > Improve working across our internal functions and teams – 'One Team' approach
- > Bring together the right people to understand, identify, mitigate, solve and co-create solutions
- > Network with local, national and international policing and public sector Staff Associations to advocate, support and represent the interests of all members



Focus on what is needed & adds value



In the short term, we will continue to meet our statutory obligations and offer the support, representation and services that our members benefit from, and we are recognised for.

However, as part of our commitment to continuous improvement, going forward we will systematically work through our portfolio of support and services to ensure these align with our Purpose, Strategic Outcomes and Vision. During each review we gauge usage and will evaluate satisfaction levels, need, concerns, preferences, and seek suggestions for improvement and views on potential cessation.

At the end of the review, we want to provide a portfolio of support and services that our members need, want and believe add value.

Each review will also include the exploration of an integrated digital solution with the potential to improve the efficiency and quality of the offer. Introduction of a digital solution could free up staff and elected representatives time, to allow them to focus their attention and impact where it can add the greatest value.

Adopting this approach as part of our continuous improvement cycle presents huge opportunities to enhance the quality and consistency of the support, service and representation that we provide while increasing accessibility, timeliness and quality.



To achieve this, we will:

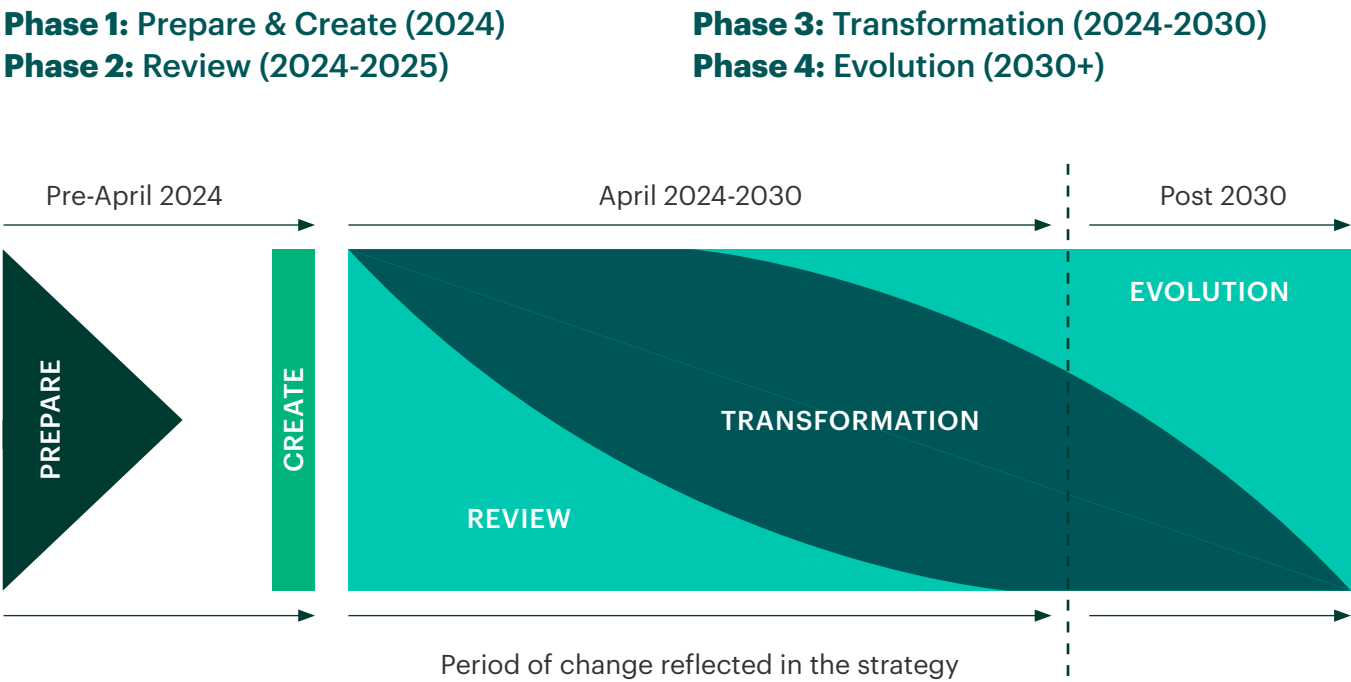
- > Campaign, lobby and influence policy and decision makers
- > Advocate for the rights and well-being of our members
- > Represent the individual and collective interests and needs of our members, holding others to account
- > Provide advice, support and representation to our members
- > Continual review of our portfolio of Member Schemes
- > Create a culture where all members feel safe to seek support

FEDERATION FUTURE FOCUS ON-A-PAGE



WHEN ARE WE GOING TO DO IT - ROADMAP

Change on this scale takes time, given the extent of our ambition we have broken the strategy down into a logical progression of work defined within four manageable phases described and illustrated in the high-level roadmap below:



Over the next six years, the change will progress through the following phases:

Phase 1: Prepare & Create (2024) – we will raise awareness and understanding about Federation Future Focus. This will be complemented by building the capability and putting in place the necessary arrangements to implement and manage the change.

Phase 2: Review (2024-2025) – we will review our existing infrastructure, systems, processes, procedures, support and services to ensure these are needed, wanted and add value. Based on the respective reviews, we will develop new, efficient and more effective methods of working.

Phase 3: Transformation (2024-2030) – we will deliver the changes by embedding the new methods of working and we will start to see the improvements and outcomes we planned for. During this phase we will also finalise our new organisational design and enhance the skills and capabilities of our staff and elected representatives in order to facilitate the successful implementation of the new ways of working.

Phase 4: Evolution (2030+) – the outcomes of this strategy will have been realised and be part of day-to-day business, and we will proactively evolve in harmony with the needs of our members as the challenges and demands of policing in Northern Ireland and commensurate changes in the PSNI change beyond 2030.



MONITORING PROGRESS & MEASURING IMPACT

It is important for everyone to understand whether we are on track to achieve our ambitions as laid out in this strategy. Success will be gauged ultimately by the impact on delivering effective support, representation and services along with increasing satisfaction, confidence and trust amongst our members.

The management and monitoring of our performance, and reporting on progress against the strategy will be fully integrated into our governance arrangements as part of a new Performance Management Framework. Oversight of the Framework will be managed by a Strategy and Business Management function. Progress against the strategy and our performance will become the focus of a monthly meeting made up of the Permanent Officials and Management Team who will monitor activity, track progress, manage risk and address any issues that may arise in the context of other Federation demands and priorities.

The Performance Management Framework will also serve as the basis to formulate an Annual Operating Plan and Annual Impact Report. Development and management of both will also be overseen by the Strategy and Business Management function.

The Annual Operating Plan will be agreed in advance of the start of each financial year. It will be aligned to the strategy and provide detail about specific objectives and areas of work being progressed year on year, along with timeframes, performance measures, owners, and how these contribute to the outcomes described in the strategy.

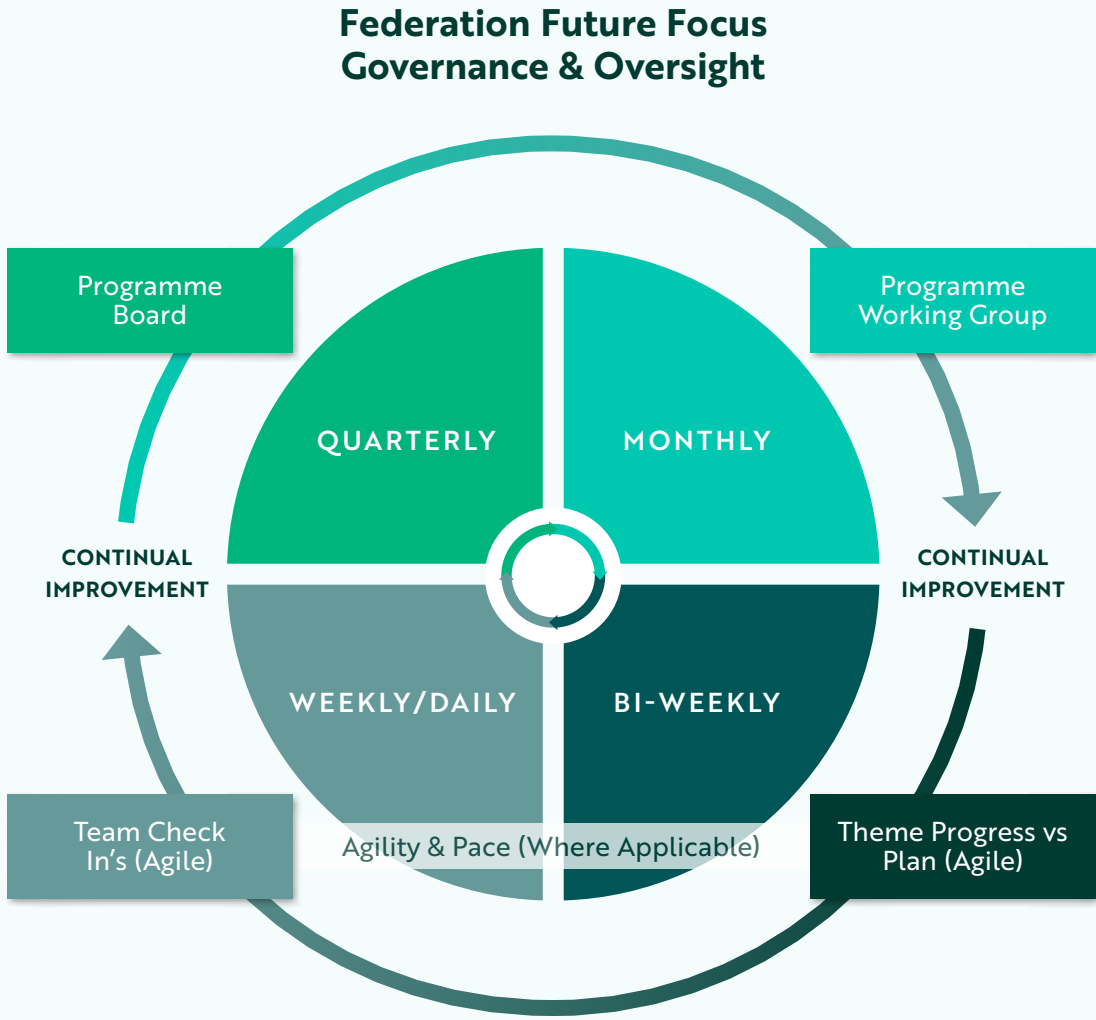
Performance and progress will be reported to the Federation’s Central Committee and Sub-Committees on a regular basis and shared periodically with members through the PFNI website and social media channels.

The Annual Impact Report will be produced at the end of the financial year and provide an overview of performance and achievement against the agreed priority areas and specific objectives spelt out in the Operating Plan at the start of each financial year. Content of the Annual Impact Report and end of year performance will be presented formally at our Annual Conference and will also be shared with members through the PFNI website and social media channels.

As part of the Performance Management Framework, we will also set up a dedicated ‘Federation Future Focus’ Programme Board. The Board will be chaired by the Federation Secretary and will be responsible for the governance and oversight (as illustrated

below) of the strategy, monitoring activity, ensuring that it stays on track, facilitating detailed discussion regarding specific pieces of work, making decisions, providing guidance, managing risks and resolving issues that may arise. The Programme Board will meet and report quarterly to the Strategy and Business Management function.

As we continue to transform the Performance Management Framework, we will also enhance the level of reporting against our performance and strategy.





**To find out more about Federation Future Focus
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STRATEGY 2024-2030



**Police
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PUTTING MEMBERS FIRST

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